

Economic Development

For many years, Mashpee was a little known natural gem that escaped the earlier waves of development on Cape Cod. To say that Mashpee has been discovered is an understatement. Mashpee has had the fastest rate of population and housing growth of any town in the Commonwealth for over a decade. How Mashpee will combine its history with the newer additions of second home communities and upscale retail development is still an unfolding story.

This rapid population growth and the related construction boom have not brought equal prosperity to Mashpee residents. Between the vacation homes lie pockets of poverty that highlight the gaps between rich and poor. Relative to other communities on Cape Cod, Mashpee suffers from high rates of unemployment and the lowest level of per capita income. The seasonality of employment, a problem in any summer community, only compounds economic problems for some of Mashpee's residents.

Mashpee's natural resources are a treasure to be preserved, but at the same time, we wish to provide jobs and increased income to meet the needs of our residents. The Town recognizes the need to support and channel its growth so that our neediest citizens benefit from the expansion of the local economy and our natural resources are not threatened. Toward that end, we have undertaken a number of steps leading to the adoption of this economic development plan.

In 1992 the Board of Selectmen appointed an Economic Development Committee and, under the Commonwealth's Local Partnership Program, subsequently formed a Local Economic Development Partnership Committee which included representatives of the Wampanoag Tribal Council, the Mashpee Historical Commission, the Conservation Commission, the Executive Secretary and the Town Planner in addition to the members of the Economic Development Committee. A Local Partnership grant secured consultant assistance in developing an economic development strategy for the town that would also serve as the Economic Development element of our Comprehensive Plan. The consultant's report and the work of the Partnership Committee served as the basis of this section of the Comprehensive Plan.

Goals & Objectives

Based on the 1985-86 work of the Committee on Mashpee's Goals & Priorities, a 1992 public opinion survey and "issues forums," comments received at the February 1, 1995 public hearing, and input from the Partnership Committee and Local Planning Committee (Planning Board) members, the following community goals and objectives were adopted by the Local Planning Committee on December 6, 1995.

GOAL #1. TO CREATE AND MAINTAIN A BALANCED AND SUSTAINABLE LOCAL ECONOMY WHILE PRESERVING AND ENHANCING MASHPEE'S ENVIRONMENT AND CULTURAL HERITAGE.

GOAL #2. TO INCREASE THE INCOMES OF MASHPEE RESIDENTS.

GOAL #3. TO PROVIDE OUR RESIDENTS WITH A FULL RANGE OF COMMERCIAL FACILITIES AND SERVICES IN KEEPING WITH THE COMMUNITY'S SIZE AND POTENTIAL MARKET AREA.

GOAL #4. TO INCREASE THE TOWN'S INDUSTRIAL AND COMMERCIAL TAX BASE WHILE MINIMIZING INCREASED MUNICIPAL SERVICE COSTS, ENVIRONMENTAL IMPACTS AND OTHER ADVERSE IMPACTS ON THE COMMUNITY.

Objectives

- A. To preserve and enhance the viability of existing Mashpee businesses unless they are incompatible with the Town's long-term goals.
- B. To preserve, enhance and expand sustainable agricultural, aquacultural and other natural resource-based industries.
- C. To attract new businesses that are compatible with our goals, our business mix and our environmental, cultural and economic resources.
- D. To enhance Mashpee's economic development potential and its locational and transportation-related advantages by minimizing traffic congestion and improving alternative transportation opportunities.
- E. To ensure that the necessary infrastructure is in place or planned to support desired commercial and industrial activities.
- F. To market the town to prospective new businesses in a professional and coordinated manner.
- G. To ensure that there are clear guidelines and streamlined regulatory procedures for locating or expanding businesses in Mashpee.
- H. To orient the Town's business development activities toward those businesses which match the available skills and experience of Mashpee residents, particularly those who are unemployed or underemployed.
- I. To increase our residents' skill levels through enhanced educational and job training opportunities.
- J. To increase year-round employment opportunities.
- K. To increase opportunities for self-employment and home-based work while minimizing impacts on neighboring residents.
- L. To reduce the need for our residents to shop in adjacent towns by providing as many retail and service businesses locally as can be supported.
- M. To enhance the attractiveness of our commercial areas to town residents, residents of adjacent towns and tourists by maintaining and improving ease of access, increasing the number and variety of businesses, improving appearance, encouraging attractive pricing and developing a coordinated marketing strategy.
- N. To increase the commercial and industrial proportion of the Town's tax base to at least 15 percent.
- O. To achieve full occupancy of our existing industrial and commercial areas with suitable high-value businesses.
- P. If feasible, to develop a municipally owned or quasi-public industrial/office park or parks to attract businesses requiring initial assistance with land/development costs.
- Q. To develop "incubator" centers for business startups that could grow into significant taxpayers and/or provide high-wage jobs.
- R. To enhance the Town's share of the Cape Cod tourism industry.
- S. To ensure that convenient and safe bicycle and pedestrian areas are provided in commercial developments and that large-scale commercial activities are concentrated in village/commercial centers where adequate infrastructure and alternative transportation access is available.

Economic Analysis

Demographic Trends

Mashpee has experienced dramatic population growth since 1980. Mashpee was home to 7,867 year-round residents in 1990. Over the 1980-90 decade, the rate of population growth, highest of any town in Massachusetts, increased by 113 percent. The growth trend has continued since the 1990 Census.

Mashpee's population is ethnically and racially diverse relative to the Cape at large. Almost 12 percent of Mashpee's residents consider themselves a racial or ethnic minority according to the 1990 Census, more

than double the Cape-wide average. Mashpee's minority population is primarily a mix of African-Americans and Native American Wampanoags. The surge in Mashpee's population has reduced the Town's diversity since the majority of the in-migration was white. The percentage of Native Americans living in Mashpee fell from 9.1 percent in 1980 to 4.9 percent in 1990.

Mashpee's population is younger than that of Barnstable County at large. In 1990, Mashpee's "seniors" composed 14.5 percent of the population, high relative to the state and nation, but hardly as dramatic as the 22 percent Cape Cod average. Retirees were not the driving force behind the population explosion in Mashpee during the 1980s. In 1990, 61 percent of Mashpee's residents were of working age (18-64 years), a greater proportion than in Barnstable County as a whole.

Economic Performance

Trends in Cape Cod population, employment, and labor force growth have been consistently more positive than state and national trends. The Town of Mashpee experienced even more remarkable growth over the decade than did the County as a whole. The recession, however, hit Barnstable County hard as the region endured painful declines in construction- and manufacturing-related employment between 1989 and 1993. The region's unemployment over that period surpassed that of Massachusetts and the United States. Many Mashpee industries continued to show positive rates of employment growth even as those in the rest of Cape Cod declined dramatically; Mashpee's economic performance, however, gives some indication that all residents have not shared equally in its recent economic success.

The demographic and economic growth of the 1980s has been a strain on Mashpee. Mashpee absorbed 4,184 new residents between 1980 and 1990. This influx resulted in significant growth of the Town's labor force, from 1,894 persons in 1980 to 4,626 in 1994. The economy was fairly successful in generating jobs throughout most of the mid- and late-1980s, but unemployment rates rose after 1990. Together with negative trends in income and poverty levels, high unemployment rates in the early 1990s suggested that: 1) the jobs upon which the Town's residents depend are somewhat volatile and 2) job creation has not kept pace with the growth of the labor force, or has failed to benefit some Mashpee residents.

Mashpee experiences wide variations between winter and summer unemployment rates. Annual average unemployment rates do not show these dramatic swings, which understates the problem that seasonal unemployment presents to Mashpee residents. In 1993 and 1994, the annual average for unemployment fell, while seasonal unemployment actually rose, and the seasonal variance widened to a gap of seven percentage points between the January peak (13.2 percent) in unemployment and the low (5.9 percent) in the summer tourist season.

Mashpee is a predominantly middle-income household community. Only 18 percent of Mashpee's households earn less than \$15,000 per year, as opposed to 21.2 percent for the county, 19.9 percent for the state, and 27.3 percent nationally. A relatively small proportion of households earn over \$50,000 per year, with the majority earning between \$25,000 and \$49,000 a year.

Although Mashpee's 1990 median household income levels exceeded Barnstable County's by 2.4 percent, per capita income fell short of county levels by 11.5 percent. This, in part, reflects a higher average number of persons living in each household relative to other Cape communities, and suggests that the incomes of Mashpee families may not be adequate to meet the needs of dependents, primarily children.

Since 1980, some of Mashpee's indicators of economic well-being have weakened relative to those of Barnstable County and Massachusetts. In 1980, per capita income in Mashpee was 5 percent greater than in Barnstable County and 2.4 percent greater than in Massachusetts as a whole. By 1990, per capita income

levels in Mashpee had slipped to 11.5 percent below the county and 15.7 percent below the state. Mashpee's median household income levels also slid relative to county and statewide levels.

Mashpee's minority population disproportionately suffers from poverty. Minority families represent 9 percent of all families, but 19 percent of poor families in Mashpee. Overall, 11.5 percent of minority families live in poverty compared to 4.9 percent of white families. Most of these poor families in Mashpee are headed by women; all of the minority families living in poverty are female-headed households, while 65 percent of white poor families have no husband present.

Economic uncertainty for some Mashpee residents is related to the lack of full-time, year-round employment. Of all the people who reported having worked at all in 1989 in Mashpee, only 57 percent worked full-time, year-round. About one in five employed residents worked less than 35 hours a week in 1990; about 14 percent reported working 26 weeks of the year or less.

Public assistance programs appear to not fully meet the needs of poor Mashpee residents. Of 126 families living in poverty at the time of the 1990 Census, 80 received no form of public assistance, and half (43) of the female-headed households living in poverty received none. Of families other than those considered poor, 124 families, about half with a female head of household, received public assistance in 1990. Over 300 Mashpee residents use the food pantry, with the demand from Mashpee far exceeding that of Falmouth, a much larger town.

For some of Mashpee's low-income residents, each day is a struggle to put food on the table. According to anecdotal information, many of the working poor commute to the Hyannis area to work in year-round motels, restaurants, and retail jobs. Others do odd jobs to provide some family income. However, to supplement low-wage jobs, many Mashpee residents grow extensive gardens in the summer and freeze or can food for the winter. Many also shellfish, not to earn additional income, but to supplement the family's diet.

The overwhelming demand for public housing is another sign of the economic struggles faced by Mashpee residents. Mashpee's Housing Authority has less than 150 units, mostly state-funded rental units. In 1995 there was a three-year wait list for senior housing and a four-year wait list for family housing.

The lack of a community center in Mashpee was frequently cited as a concern of the human service community. A community center would provide a location for clinicians to deliver services, as well as a focal point for recreational and teen activities.

Economic Structure

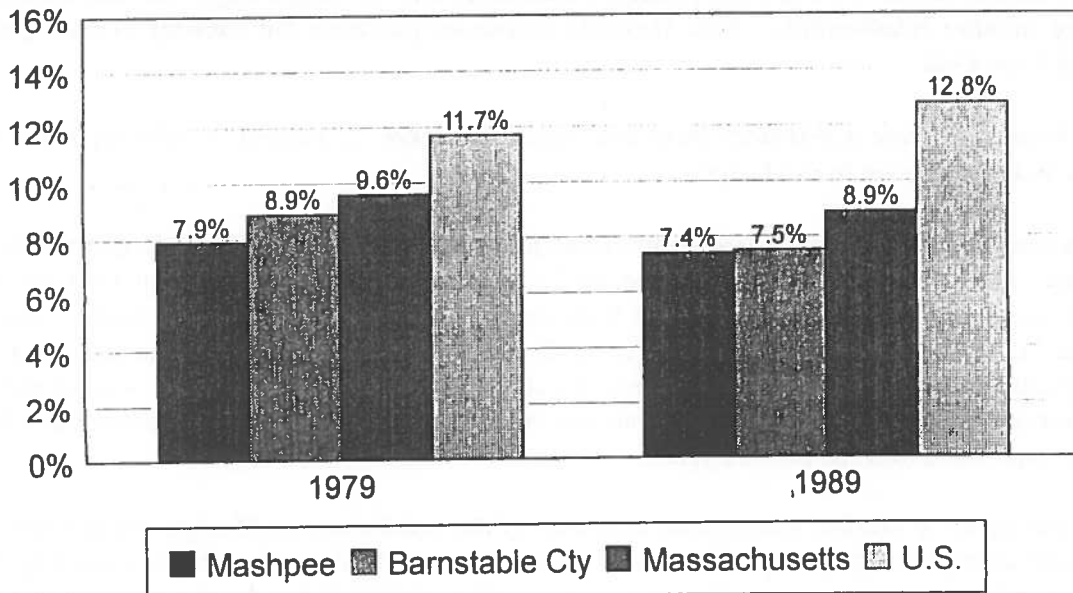
The job base in Mashpee is small relative to the Town's population. As a result, the majority of Mashpee residents seek work out of Town. Over 4,600 Mashpee residents were seeking employment in 1993, but the Town's job base offered only 2,145 jobs. Over 75 percent of town residents work outside of Mashpee, with 58.3 percent working elsewhere in Barnstable County, mostly in the neighboring towns of Barnstable (Hyannis) and Falmouth. Over 60 percent of Mashpee workers live outside of Mashpee, with the majority commuting from elsewhere in Barnstable County, especially Barnstable and Falmouth.

The number of Mashpee residents working out of the home has increased, but still represents a small portion of the total. From 1980 to 1990, the number of Mashpee residents working out of the home rose from 34 to 74, an increase of 135 percent. However, the percentage actually fell slightly, from 2.18 percent in 1980 to 2.02 percent in 1990. The 1990 percentage is slightly less than the corresponding figures for Massachusetts (2.51 percent) and the United States (3 percent).

Town of Mashpee

Poverty Rate

1979, 1989



Source: U.S. Bureau of the Census

Town of Mashpee

Distribution of Household Income

1989

	Mashpee		Barnstable Cty	Massachusetts	U.S.
	#	%	%	%	%
Total	3,178	100%	100%	100%	100%
Less than \$5,000	117	3.7%	3.4%	4.1%	6.2%
\$5,000 to \$9,999	248	7.8%	9.0%	9.3%	10.8%
\$10,000 to \$14,999	208	6.5%	8.8%	6.5%	10.3%
\$15,000 to \$24,999	556	17.5%	17.3%	13.4%	18.6%
\$25,000 to \$34,999	666	21.0%	16.2%	13.8%	16.0%
\$35,000 to \$49,999	716	22.5%	18.9%	18.6%	17.3%
\$50,000 or more	667	21.0%	26.3%	34.3%	20.8%

Source: U.S. Bureau of the Census

The job base in Mashpee has expanded dramatically in the past decade. Since 1984, the business base within Mashpee expanded in every year except 1990 and 1991. Mashpee's rate of growth exceeded the county, state, and nation in every year since 1986.

There are established networks between Mashpee businesses and the larger Cape business community in the form of supplier relationships. Still, Mashpee businesses purchase the majority of their goods and services off Cape Cod.

Mashpee businesses serve a primarily local and regional market. 72 percent of sales are made to Cape customers, 36 percent being from Mashpee.

Mashpee's economy is heavily weighted toward retail jobs. Retail trade is the single largest source of jobs in Mashpee. The retail trade sector accounted for 27.7 percent of total employment in 1993, or 594 jobs. This sector accounts for only 17.8 percent of total employment in the country as a whole. The second largest share of Mashpee-based employment in 1993 was the finance, insurance, and real estate sector, which accounted for 18.5 percent of employment; the corresponding figure for the U.S. was 6.1 percent. In 1993, the service sector in Mashpee was roughly half the size of the national service sector, but it has been growing in importance over the past ten years.

The seasonal influx of tourists assures that a portion of the retail trade in Mashpee brings new income into the community from off of Cape Cod. In most communities, retail employment is limited by the local population's ability to support the establishments, and retail growth is tied to local population and income. In Mashpee, however, retail stores sell goods to visitors, bringing new income into the Cape economy. Mashpee retail businesses, including grocery stores, sell an average of 24 percent of their product to off-Cape customers.

Fueled by the tourism industry, retail trade has been an important source of job growth for Barnstable County and Mashpee. In 1992, retail trade accounted for nearly 36 percent of Barnstable County employment, compared to 21.2 percent nationwide. In Mashpee, retail trade employment jumped 62.2 percent from 1984 to 1989. Even during the recession, Mashpee's 10.6 percent employment growth rate contrasted with a 14.2 and 12.1 percent decline for Barnstable County and Massachusetts, respectively. Jobs in Mashpee, however, are not necessarily held by Mashpee residents. Despite gains in local retail jobs, the sector's importance as a source of employment for residents has actually declined since 1980.

The wholesale trade sector in Barnstable County and Mashpee is small. Growth in this sector may be limited by relatively poor transportation access.

The construction industry has grown both within Mashpee and as a source of employment for Mashpee residents, however, it is seasonal and particularly vulnerable to economic fluctuations. In 1990, almost 10 percent of Barnstable County workers worked in contract construction, as opposed to 5.5 percent for Massachusetts, and 6.2 percent for the U.S. In Mashpee, just over 12 percent of residents worked in construction. Construction firms within Mashpee grew erratically throughout the 1980s, declined sharply between 1988 and 1991, yet managed a net 3 percent employment growth rate from 1989 to 1993 while firms in the county and state dropped over 35 percent. In 1993, however, construction provided fewer than 70 jobs in Mashpee.

Unlike the rest of the Cape, Mashpee has historically provided a significant number of manufacturing jobs. However, the sector was highly dependent on the presence of just one firm, Augat, which closed in September, 1996. In 1992, manufacturing accounted for only 6.4 percent of Barnstable County employment. In Mashpee, however, manufacturing jobs represented about 17 percent of local jobs. Augat,

Where Mashpee Residents Work

	#	%
Mashpee	858	23.4%
Barnstable County, exc. Mashpee	2,137	58.3%
Barnstable	919	25.1%
Bourne	147	4.0%
Chatham	67	1.8%
Dennis	62	1.7%
Falmouth	626	17.1%
Sandwich	119	3.2%
Yarmouth	170	4.6%
Plymouth County	203	5.5%
Plymouth	100	2.7%
Suffolk County	138	3.8%
Boston	132	3.6%
Bristol County	95	2.6%
Middlesex County	60	1.6%
Norfolk County	89	2.4%
Other MA Counties	30	0.8%
Rhode Island	36	1.0%
Other States	20	0.5%
TOTAL	3,666	

Source: U.S. Bureau of the Census, 1990

Where Mashpee Workers Live

	#	%
Mashpee	858	39%
Barnstable County, ex. Mashpee	1,200	55%
Barnstable	380	17%
Bourne	69	3%
Falmouth	487	22%
Sandwich	153	7%
Yarmouth	51	2%
Plymouth County	67	3%
Bristol County	38	2%
Other MA Counties	36	2%
TOTAL	2,199	

Source: U.S. Bureau of the Census, 1990

which manufactured electronic interconnection components, accounted for two-thirds of this manufacturing employment. With its closure, Mashpee lost the majority of its industrial jobs, with approximately 275 workers affected by the closing. Augat was one of the best sources of quality, year-round employment for Mashpee residents and a notable employer of low-income and minority residents.

Finance, insurance, and real estate has been a significant source of growth in the region and an important component of Mashpee's economy. Finance, insurance, and real estate accounted for 18.5 percent of total 1993 Mashpee employment, more than three times that of Barnstable County or the U.S. However, this sector has not come to account for a greater share of employment among Mashpee residents. Although the number of residents employed in this industry grew over 110 percent between 1980 and 1990, the proportion of employed residents working in it fell slightly from 6.8 percent in 1980 to 6.4 percent in 1990.

While employment in the agriculture, forestry, and fishing industry appears strong in Mashpee as in Barnstable County when compared to the nation and state, in Mashpee, this sector is highly dependent on landscapers and has only a modest natural resource-based sector. In 1992, 1.6 percent of total Barnstable County-based jobs were in this sector, while the national figure was a mere 0.6 percent. Landscape and horticultural services, agricultural services, and veterinary services were much more important in the county than in the U.S. as a whole. Mashpee's agricultural sector is almost entirely dependent on landscapers and veterinarians.

Mashpee-based transportation, communications, and utilities employment has shown remarkable growth. Between 1984 and 1989, Mashpee employment in this industry jumped over 71 percent, but still employed only 48 people in 1993, making up only 2.2 percent of total employment. However, in 1990, a larger percentage of Mashpee residents were employed in the industry than in the county, state, and nation.

Mashpee-based government employment has expanded significantly since 1984 in order to cope with the Town's growing population. In 1993, it accounted for 13.1 percent of Mashpee employment, about 280 jobs. The growth of the government sector is no doubt a result of Mashpee's burgeoning population, which requires more public school teachers and municipal services to fill its needs. As is true for so many other sectors however, the share of Mashpee residents employed in public administration in 1990 was less than in 1980, in spite of the sector's growth within the Town.

The service sector is an important component of the region's economic base and a growing source of employment for area residents. The service sector in Mashpee is considerably less important than it is nationally, accounting in 1993 for just under 15 percent of total employment as opposed to 27 percent nationwide, but between 1984 and 1989 it grew 77.6 percent. The number of people employed in Mashpee's service sector has grown steadily from 156 in 1984 to 319 in 1993. The service sector is one of the few that has come to account for a greater proportion of total residence-based employment since 1980. Health services are an important part of the Cape's service sector, accounting for a greater proportion of total employment than in the U.S.

Cape Cod is developing a small cluster of high technology-based companies, particularly in the areas of marine technology, software, and telecommunications. Anecdotal information points to the emerging presence of high tech service and manufacturing firms clustered particularly on the Upper Cape. There is a growing presence of software companies on the Cape, such as Software 2000, as well as companies specializing in Internet access, such as the Mashpee firm, CCS World, and Fishnet New Media. A Falmouth company, Associates of Cape Cod, has successfully transferred technology from research institutions such as Marine Biological Laboratory and Woods Hole Oceanographic Institution.

Economic Resource Base

Labor Force Issues

The Cape, like many other regions in New England, is an economy in transition. Increasingly, the skills of the workforce do not match the needs of existing employers, nor the types of businesses that are being targeted for the region. Issues of workforce development must be looked at as a regional concern. A number of sources were used to identify the labor force in Mashpee and the surrounding area. The 1990 Census is the best source of information specific to Mashpee. The available workforce (the unemployed) was characterized from Department of Employment and Training data. These sources were augmented with interviews with education and training professionals, community leaders, and local residents.

While the vast majority of Mashpee residents have received their high school diploma, fewer local residents pursue college education than is the norm across Massachusetts. This could put Mashpee at a disadvantage in attracting or developing high skill-high wage jobs. In both 1980 and 1990, the percentage of high school graduates was higher in Mashpee than in the state or the nation, at an impressive 91 percent of town residents. The percentage of residents with a four-year college degree, however, was less than that statewide, more on a par with national figures.

The lack of adequate education clearly is a factor in unemployment and underemployment of Mashpee residents. While 8 percent of heads of household above the poverty level do not have a high school degree, among poor families that number rises to 37.3 percent, and 58.3 percent of poor minority householders.

The working age population shows higher levels of educational attainment than does the retiree population. Mashpee's younger population is far more likely to have completed both high school and college as compared to their senior counterparts. The working age population, particularly that under the age of 60, shows higher rates of high school and college completion. However, Mashpee's "working age" population is somewhat skewed because of the large number of older residents. Many of the presumed "retirees" have, in fact, not fully retired. More than a third of the population between the ages 60 and 69 is still in the labor force.

While a substantial portion of Mashpee residents work in either managerial or professional occupations, a large number of residents are also service and construction workers. Approximately 33 percent of residents work in either a managerial, professional, or technical capacity. Specifically, the Town has an unusually large percentage of residents with managerial jobs, while it is actually slightly underrepresented in professional occupations and greatly underrepresented in technical occupations. Fourteen percent of residents work in the category of "precision production, craft, and repair," which includes all of the construction crafts, compared to 12 percent in Barnstable County, and 10 percent in Massachusetts. Over 4 percent of Mashpee's employed labor force are carpenters. Almost 16 percent of Mashpee residents work in service occupations (examples include policemen, firemen, teachers, waitresses, guards, custodians, and nurses), compared to 13 percent statewide. The largest group are employed in food service occupations, which comprise 5.5 percent of the Mashpee labor force.

While there is a relatively large and available supply of residents looking for full-time, year-round employment, the skill base in the region is relatively shallow. More than two-thirds of the unemployed previously worked in either services or retail. Employers looking for workers with technical skills must often import labor from off the Cape.

The majority of Mashpee residents seeking new jobs either have specialized construction trade skills or work experience in fairly low-skill positions. Mashpee has a job seeking labor force with primarily low skills and limited opportunities of finding high-paying employment opportunities. Less than 5 percent of job seekers have technical skills.

Concerns about unemployment are not shared equally by all residents of Mashpee. For certain segments of the labor force, the inability to find a job is quite severe. The 1990 Census data shows that the young and the old have the most difficulty finding jobs. Unemployment for those between the ages of 16 and 24 hovers around 10 percent. More than 22 percent of men ages 16 to 19 are unemployed and almost 17 percent of men ages 20 to 24 are unemployed. These figures only count those that are actively looking for jobs and not those that have dropped out of the labor force.

Area companies are aided in their search for technical workers by their access to the large, highly technical labor pool in the greater Boston region. While this somewhat compensates for the lack of skilled technical workers on the Cape, it does not allow local residents to benefit from the technical jobs.

The labor force of Mashpee is not only diverse in terms of race, income, and skill levels, but diverse in terms of their aspirations and needs. While many of the unemployed and under-employed residents of Mashpee are looking for full-time, year-round jobs that provide livable wages and benefits, others are looking for less traditional means of making a living. Some prefer a lifestyle that includes seasonal and part-time work with more informal ways of meeting their families' needs, including small-scale agriculture and fishing. Some are interested in supplementing their incomes through self-employment.

Education and Training

The need to make education and training a priority in Mashpee becomes obvious when one considers the findings about the current labor force. The findings of this section outline what resources are currently available in the region to meet area education and training requirements. The resources are viewed in the context of economic development with specific attention to the following issues: 1) how are the resources used by the business community; 2) how do the resources prepare workers for existing and future jobs; and 3) how responsive are the institutions to the changing economic needs of industry.

The new high school provides the Town with significant opportunities for developing an innovative educational system and a focal point for a sense of community. Building relationships and programs with the business community, however, will take time, as will developing ties between the school and local and regional industries. A clear early focus of educators and community members will be the school-to-work initiative. The School-to-Work Opportunities Act of 1994 established broad guidelines and core components for a state-coordinated system of local partnerships charged with implementing the initiative. Once established, the program can serve as a critical link between economic development and secondary education

The primary source of vocational education for Mashpee students is at Cape Cod Regional Technical High School in Harwich rather than the closer Upper Cape Tech in Bourne. While serving the needs of Mashpee students, the distance is not optimal in terms of the residents and businesses of Mashpee. Cape Cod Tech appears to offer a strong vocational preparatory curriculum, and is eager to continue its role as host of Mashpee students. However, the location of the high school is not ideal for Mashpee particularly when one considers that Upper Cape Technical High School is located in Bourne. The distance may prevent some students from pursuing vocational education; it may discourage local businesses, those most likely to employ Mashpee residents upon graduation, from participating in curriculum changes and equipment needs, or in school-to-work transition programs.

Mashpee and Falmouth have developed innovative programs with tech resources in the area. Upper Cape schools have begun to tap the educational potential of the area's scientific institutions, which include Woods Hole Oceanographic Institution (WHOI), the Marine Biological Laboratory, U.S. Geological Survey, National Marine Fisheries Service, the Woods Hole Research Center, and the Waquoit Bay Natural Estuarine Research Reserve. Programs which have been developed include:

- **Partnerships Advancing Learning of Math and Science (PALMS).** With funding from the Massachusetts Department of Education and the National Science Foundation, Bourne, Falmouth, and Mashpee have developed an innovative partnership between the schools and area businesses, research institutions, higher education, and residents. Mashpee teachers, after attending a course at the Marine Biological Laboratory, will integrate their new knowledge into teaching curriculum on microbiology.
- **Woods Hole Science and Technology Partnership (WHSTP).** The activities of the WHSTP are varied, but like PALMS, the organization is devoted to drawing on the community to promote science and math curriculum. The Partnership has held science fairs, established a science and technology week, organized laboratory tours for area faculty, sponsored faculty seminars on science curriculum, and prompted lectures on use of the Internet. WHSTP also fostered the creation of a mini-grant program with funding from local technology businesses that enables teachers to pursue research topics of benefit to classroom instruction of science.

While general resources are available for meeting resident needs in adult education, the Cape lacks some specialized training programs and the presence of a four-year higher educational institution. The Cape Cod region has many institutions, organizations, and programs devoted to the education and training of Cape residents. While Cape Cod Community College (CCCC) is the central education and training institution for Cape residents, it is complemented by a number of programs and institutions:

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|---|---|
| • Falmouth Night School | • Fisher College Division of Continuing Education |
| • Job Training and Employment Corporation | • UMass classes at Woods Hole Oceanographic Institute |
| • Travel Education Center | • Cape Cod Regional Technical High School |
| • Northeast Maritime, Inc. | • Upper Cape Regional Technical High School |
| • Massachusetts Maritime Academy | |
| • Woods Hole Oceanographic Institute | |
| • Elder Services of Cape Cod | |

Cape Cod Community College also plays host to institutions that provide graduate degrees primarily in fields of use to Cape educators. With the exception of Massachusetts Maritime Academy, which offers a highly specialized college degree, there are no permanent institutions devoted to four-year baccalaureate education on Cape Cod. There is much interest within the educational and business communities in attracting a four-year college that would further complement the existing educational resources.

A separate but related issue is the lack of specialized technical training. A number of organizations have noted marine and environmental technologies as emerging industries on the Cape. In addition, the software and telecommunications industry is a small but important employer for the region.

As the Cape's tourist economy has enabled restaurants to flourish, there also appears to be unmet demand for advanced culinary training. Cape Cod Community College has responded to this need with a hotel and restaurant management degree and Cape Cod Regional Technical High School offers a culinary arts program. However, neither of these programs would prepare students for high-level placements as chefs. A Job Training and Employment Corporation (JTEC) representative also pointed to advanced culinary training as a problematic gap in the Cape's existing resources.

Cape Cod Community College (CCCC) is a critical resource for residents and businesses. Cape Cod Community College is Cape Cod's primary educational resource. With a relatively thin infrastructure of

basic education and post-secondary education in the region, CCCC has developed an array of programs aimed at meeting a broad spectrum of needs., from basic reading, math, and GED classes to Masters degrees from guest institutions. CCCC has developed programs to meet the needs of the retirees living on the Cape as well as highly customized training to meet employers' workforce development needs.

CCCC offers a number of associate degrees that prepare students for specific vocations, including Accounting, Computer Information Systems, Construction Technology Management, Criminal Justice, Dental Science, Early Childhood Education, Fire Science/Emergency Medical Services, Horticulture, Hotel/Restaurant Management, Management, Nursing, Office Technology, and Retail Management. In addition to the classroom programs, CCCC has an effective Center for Business and Industry (CBI) that develops customized training for businesses, including supervisory training, stress management, communication skills, computer software training, business law, and English as a second language. The majority of beneficiaries of CBI's customized training have been larger employers. Small businesses may choose to send employees to existing CCCC classes or the management training offered by CBI, but financial barriers as well as a lack of awareness about CBI programs keep small businesses away.

In addition to the customized employer training, CBI offers a Certificate of Management Program developed in conjunction with the American Management Association (AMA). The courses are geared to working professionals either currently employed as managers or looking to gain the skills needed to move into management. CBI has added other Certificate programs in Sales and Service, and Municipal Service.

The Job Training and Employment Corporation (JTEC), which supports training for the poor and unemployed, is a critical training resource for the Cape, but its success is limited by the availability of quality jobs on the Cape and its ability to respond quickly to changing employment needs. JTEC is contracted by the Cape Cod and Islands Regional Employment Board to administer the region's training funded through the federal Job Training Partnership Act. For people meeting income requirements or who have lost their job and have little hope of returning to the same industry or occupation, JTEC uses federal funds for training at no cost to the individual. JTEC provides the following services:

- Vocational Assessment
- Individualized Career Planning
- Academic Instruction
- GED Preparation
- Skills Training
- On-the-Job Training
- Job Search Instruction
- Resume Writing
- Interviewing Skills
- Job Placement Assistance

While JTEC deserves credit for trying to implement some innovative training, such as entrepreneurial training and apprenticeships in aquaculture, it is criticized by some for not being responsive enough to industry needs. Most of the training is focused on certified nurses aides and entry-level food preparation workers. In part, this is a reflection of the types of jobs available on the Cape. In addition, job trainers appear to be inadequately prepared for new and potentially specialized areas of job growth.

Technology and Higher Education Resources

The Town of Mashpee has an unusual array of technology resources in the area--UMass Dartmouth, Woods Hole Oceanographic Institute, The Massachusetts Maritime Academy, The Marine Biology Lab, and Waquoit Bay Estuarine Research Reserve. While not located in Mashpee, these technology resources are critical potential resources to the businesses and residents of the Town in the following ways:

- **Employment at institutions:** These provide many jobs in the surrounding region. For example, WHOI alone employs 830 people from the Falmouth and Upper Cape area. While many of the jobs are high-level scientists and engineers, there are also many administrative and technical jobs.

- **Indirect economic benefits:** Even if the jobs are not held by Mashpee residents, the employees of these institutions living in the region buy goods and services from businesses located in Mashpee. In effect, they add considerably to the retail market potential in Mashpee.
- **Commercialization of technology and business spin-offs:** Research institutions often are a source of spin-off businesses, the majority of which tend to remain in close proximity to the institution. For example, about 35 marine electronics firms have been started by engineers and scientists at WHOI, and almost all have stayed in the greater Falmouth area. There have also been spin-offs related to the Marine Biology Lab. These companies also generate jobs in the community.
- **Technology transfer:** Research institutions can provide local companies with access to relevant technology to improve their business operations. For example, WHOI and UMass Dartmouth provide technical advice to companies in the marine electronics industry.
- **Community partnerships:** The research institutions are a valuable resource for enhancing overall community life in the region. For example, virtually all have been involved in addressing environmental issues around Buzzards Bay, and have worked with local schools to build the science curriculum through Partnerships Advancing Learning in Math and Science.

The Environment Technology Center at the Mass Military Reservation will add to this resource base.

The lack of technology companies, as well as the lack of the technology transfer culture at these institutions, has limited their economic impact on Mashpee and surrounding communities. While many research institutions have embraced the concept of technology transfer and commercialization, the major institutions in the region, most notably WHOI, have not. With the exception of UMass Dartmouth, their emphasis remains on basic research, and only in rare instances do they actively seek out relationships with industry or communities.

The University of Massachusetts at Dartmouth, provides residents and businesses of Mashpee with critical resources. As noted, there is no university located on the Cape that offers four-year degrees or graduate training. However, residents and businesses do have access to centers of technological strength often found in a university, and access to nearby institutions that offer residents and businesses resources.

Bridgewater State College offers students a choice of more than 100 undergraduate and graduate programs, including fields such as management science, aviation science, communication, teacher education, computer science, art, music, social work, psychology, and the biological, physical, and chemical sciences. Among the college's resources most directly involved in regional economic development are the following:

- **John Joseph Moakley Center for Technological Applications.** Associated with one of the most advanced computing and telecommunication facilities in the country, the Moakley Center's Business Advisory Council works with college leadership to help plan employee training and product development programs for companies and organizations interested in technology. Two computer laboratories in the Moakley Center offer access to sophisticated technology resources, and state-of-the-art television and satellite facilities offer businesses in the region first-rate teleconferencing. The Center also tests technological approaches to learning in grades K through higher education.
- **Earth Sciences and Geography Department.** Faculty in this department provide assistance to businesses and communities in several areas.
- **Department of Economics.** Faculty expertise in this department centers on issues related to the workforce, including labor supply and skills base. Faculty can also offer assistance to communities that are looking at transportation costs and new transportation systems.
- **Department of Management Science.** A broad range of accounting, marketing, advertising, sales, entrepreneurship, and small business development expertise exists among the faculty in this department. For more than a decade, faculty and students have worked directly with large and small companies and organizations throughout the region and provided assistance in these areas.

Finance

The availability of appropriate sources of business financing is critical to sustaining the economy of Mashpee and greater Cape Cod. Capital is an essential ingredient in every phase of the development of a business enterprise, from startup, to expansion, to maturity. Mashpee must be concerned about the ability of its businesses to access the financing that they need.

The regional banking market is moderately competitive; many banks operate in the area and there is a mix of regional and local banks. However, a number of the banks that are active in the area are savings banks that have not traditionally been active commercial lenders. Despite the consolidation that has occurred in the banking industry, the community is still served by a mix of banking institutions, including locally-owned and large “superregional” institutions. There are 13 commercial banks and savings institutions with offices operating in the Cape Cod market. Five institutions--Bank of Boston, Cape Cod Five, Fleet Financial Group, Cape Cod Bank and Trust, and Citizens Bank--control about 70 percent of local banking deposits. The diversity of banking organizations operating on the Cape affords borrowers a number of options in seeking credit. Different types of banks typically fill different market niches in terms of size and types of borrowers. Differences in market focus, lending procedures, and “banking culture” provide more opportunities for borrowers to find banks that mesh with their particular characteristics.

Small businesses in Mashpee must go to Falmouth, Hyannis, or Sandwich to meet most of their financing needs. A recent analysis of small business lending by commercial banks completed by the SBA ranked Cape Cod Bank and Trust third in the state of the most “small business friendly” banks, providing some evidence that small businesses have access to local banks that are trying to fill the small business niche. Within the Town of Mashpee are Fleet, Cape Cod Five, and Plymouth Savings Bank.

As in other parts of New England, capital availability was severely constrained during the past recession.

The regional banking market has experienced substantial institutional restructuring. In part as a result of bank failures, and in part because of the longer-term trend toward banking consolidation, a number of banks in the region have experienced ownership changes during the past decade. Such changes can lead to short-term disruptions in lending activities and long-term shifts in lending policies and procedures. As new management takes over, there may be cutbacks in lending as management seeks to become familiar with the local banking market. In some cases, new management is accompanied by changes in the industry or size mix of the loan portfolio, lending procedures and the focus of loan decisions.

New financing programs being developed by the Economic Development Council will fill some of the financing gaps in Mashpee, particularly in the microloan market. Businesses in Mashpee have access to a wide range of federal, state, and regional resources designed to address financing gaps. The following state financing programs are available to firms in Mashpee.

- **Secured debt financing** through Massachusetts Industrial Finance Agency (MIFA) Industrial Revenue bonds, Massachusetts Government Land Bank industrial real estate financing, and the new Capital Access Program.
- **Equity or high-risk debt financing** through the Massachusetts Technology Development Corporation, the Massachusetts Capital Resource Company, and the Land Bank’s New Emerging Technology Fund.
- **Targeted financing** through the Massachusetts Community Development Finance Corporation (minority- and community-based ventures), the Massachusetts Government Land Bank (reuse of surplus government properties), and the Massachusetts Industrial Services Program (defense conversion and general restructuring).

- **Microenterprise:** The Cape and Island Economic Development Corporation has received funding to create a microenterprise loan pool targeted to Mashpee, Bourne, Sandwich, Falmouth, Dennis, Martha's Vineyard, and Nantucket.

The availability of financing appears to be of serious concern to the general business community. Ten percent of those surveyed by Mashpee's Economic Development Partnership Committee report that the financing of plant and equipment was the most serious problem facing their firm, and 20 percent reported that it was one of the three most important problems. When asked to rate Mashpee as a place to do business, 23 percent noted that the availability of bank loans was a negative factor, and 36 percent noted that the availability of risk capital was a negative factor.

Barriers exist for particular types of firms, particularly very small firms. Smaller firms have difficulty obtaining small amounts of financing--under \$25,000, and particularly under \$10,000, because commercial loans of less than these amounts are not cost-efficient for most banks.

Risk capital is available to firms meeting the criteria of the venture capital industry, but is in short supply to firms needing small amounts of risk capital. Bankers and development finance professionals indicate that there is a limited amount of venture capital activity in the region from Boston- and Providence-based venture firms. This activity, given the investment preferences of venture capitalists, is likely to focus on very high-growth, technology-oriented companies needing at least \$500,000 in financing. Firms needing smaller amounts of financing have very limited access to risk capital.

Infrastructure and Land Use

With the Mashpee economy dependent on seasonal employment and retail sector jobs, there is a strong interest in diversifying the Town's economic base and creating better paying year-round jobs to benefit low- and moderate-income residents. Mashpee is also concerned with determining the best economic use, consistent with Town goals, of its limited amount of commercial and industrially zoned land. This section analyzes how well Mashpee's infrastructure and real estate resources position the Town for industrial expansion, and assesses potential opportunities for industrial and commercial development.

While Mashpee has a high quality of life and unique assets, its industrial and commercial development potential is strongly tied to the overall Cape Cod economy. The growth of industrial firms generates the demand for industrial real estate. Overall employment, tourism, and residential growth on the Cape generate demand for commercial and retail space, and these sources of economic activity shape real estate demand that is concentrated in residential and retail development. With a modest manufacturing economy, demand for industrial real estate will be limited. Mashpee's economic development strategy must take a balanced approach that maximizes opportunities from the stronger retail and service sectors.

Mashpee faces stiff competition from other communities when it comes to attracting firms willing to locate off Cape Cod. Mashpee, like all Cape communities, is located in a sensitive environmental region where infrastructure is limited and costs are greater than for communities off Cape. These costs and limitations are most problematic for industrial firms facing location decisions. Major limitations and disadvantages of Cape Cod for these manufacturing firms include:

- relatively poor access to the interstate highway system for much of the Cape and poor traffic conditions during the summer;
- absence of sewer service in most locations;
- limited road capacity and congestion; and
- limited freight rail service and major air freight service.

While these problems are not insurmountable for firms interested in relocating to the Cape, it means that traditional locational factors--cost, infrastructure, and transportation--will probably not be as effective a method of business attraction as they would be in other locations. Mashpee's success, therefore, will depend upon identifying and growing firms that need to be, or have a strong desire to be, on Cape Cod. For firms that focus on an intra-Cape Cod locational decision, these disadvantages are not relevant.

Mashpee is in a strong competitive location for industrial, commercial, and service firms making a locational decision on Cape Cod. Mashpee's transportation access is good relative to most Cape Cod communities. It is close to the Bourne and Sagamore bridges and is centrally located for access to Cape Cod. It is served by Route 28, a major east-west route, and Route 130 which connects to Route 6 at Exit 2. Mashpee's location, midway between Falmouth and Hyannis, Cape Cod's largest commercial and population centers, may be attractive to businesses.

While transportation access is good, road capacity is a major long-term infrastructure issue for Mashpee. All of the Town's major arteries, Route 28, Route 151, and Route 130, are two-lane roads that have limited capacity to support an increasing number of vehicle trips. A traffic analysis prepared for the Town by Vanasse Hangen Brustlin Associates, based on Mashpee growth projections for 2004 and for full buildout, indicates that widening of Route 28, Route 151, and portions of Great Neck Road would be required to support the increased traffic load projected. One finding from the traffic analysis is that commercial and industrial development is the major contributor to increased traffic.

Transportation management and capacity are a challenge that Mashpee must address to support substantial new commercial and industrial development. An effective long-term mitigation strategy, minimizing environmental, fiscal, and economic impacts of expanding Mashpee's transportation capacity, will require a multifaceted approach that includes road improvements, increased use of bikes, public transportation and car-pooling, trip reduction activities, and regional traffic reduction initiatives.

The Mashpee Water District has plans to assure sufficient water capacity for the Town well into the next century.

The lack of sewer service continues to be a serious constraint to development within the Town. When commercial or industrial development sites are located in marine embayments with overloaded levels of nitrogen, special wastewater treatment efforts are needed to prevent further nitrogen loading. According to the Cape Cod Commission, wastewater denitrification technologies for a 10,000-square-foot building cost \$7,000 to \$12,000. For large-scale development, more extensive and expensive wastewater treatment is necessary.

High energy costs affect the competitiveness of the Cape as a development site for energy intensive industries. Natural gas services are provided through Colonial Gas and electric service through Commonwealth Electric (ComElectric). ComElectric's rates are among the highest in New England and put the Cape Cod region at a competitive disadvantage. ComElectric does offer an economic development rate that reduces electric rates for new investment or expansions and a lower rate for reuse of vacant buildings. This rate reduction is quite substantial, beginning at 58 percent and rising to the full rate over seven years. A 25 percent rate reduction applies to reuse of vacant buildings. These discounts should be widely advertised to new and expanding firms.

The telecommunications infrastructure on Cape Cod, and within the Town of Mashpee, will require upgrading to take full advantage of opportunities related to information-technology related businesses. Telecommunications services are particularly important for Mashpee to attract high technology companies

and promote telecommuting-based businesses. Unfortunately, NYNEX has been slow to upgrade Cape Cod's telecommunications infrastructure to support the current standard for high-quality telecommunications service--ISDN (Integrated Services Digital Network). ISDN provides multiple channels for the transport of voice, data, and visual signals, is far faster than traditional cables, and can support advanced applications such as video-teleconferencing. Only two of NYNEX's 19 central Cape Cod offices have digital switching equipment. A company must be able to hook up to an ISDN line at one of these two locations to obtain ISDN service; thus, availability depends on a business' location.

If the Town is concerned with expanding its non-residential tax base, retail development offers greater potential than industrial development. Due to market factors, further development of retail activity in Mashpee is more likely than significant growth in office or industrial development. Mashpee, near the Cape's major population centers, is well located for retail development. Employment trends demonstrate the importance of the retail sector to Mashpee, and a review of new construction in Mashpee and surrounding towns since 1994 shows that retail use is the basis for a large share of new development.

Mashpee Commons is by far the most significant retail development in the Town, with 156,000 square feet of developed space and permits for a total of 300,000 square feet. Among the 70 retail stores located at Mashpee Commons, 55 are small stores. Mashpee residents own 27 of these small stores, which suggests that Mashpee Commons provides business ownership opportunities to Town residents that serve as an economic development focus. Mashpee Commons serves a large retail trade area that extends, by the owner's estimates, into Sandwich, East Falmouth, North Falmouth, and Centerville. The ability to draw population from a 10- to 20-mile radius may attract other retailers to Mashpee and potentially increase traffic and sales for local business.

The development of attractive, quality office space is essential for Mashpee to capture employment in Cape Cod's growing economic sectors. The office market, while weaker than retail, is an important real estate opportunity for Mashpee. The major growing sectors of the Cape and Mashpee economies are office users, and Mashpee can potentially increase its share of this growth by providing attractive, quality office space. Services and finance, insurance, and real estate (FIRE) accounted for one-third of Mashpee's employment base in 1993. Cape Cod's emerging high technology economy is concentrated in firms requiring office space, including software, computer services, and consulting firms.

Mashpee has the potential to be an attractive location for such users due to its quality of life, attractiveness, and lower congestion. The commercial center around the Route 28 and Route 151 rotary and New Seabury are the strongest locations for such future development. The amenities provided in these locations should be attractive to these firms and their employees. Mashpee should encourage mixed-use development including that which combines office and retail use to enhance potential leveraging of office development from its stronger retail sector.

With new ownership and a good location, the Mashpee Industrial Park represents the Town's best site for future industrial growth. Of Mashpee's three industrially-zoned areas, the best development opportunities are along Route 28 south of the rotary, including the Mashpee Industrial Park (MIP). The location, existing improvements, and commitment of new owners make the Mashpee Industrial Park the logical focus for expanding industrial development. Mashpee's three industrial areas include:

- the Echo Road area off Route 130;
- the Mashpee Industrial Park area on Route 28; and
- the Augat plant and Bowdoin Road area on the eastern end of Route 28.

The Echo Road area has a modest amount of development and a fair amount of vacant land. While it is the closest industrial area to Route 6, it is not served by Town water and its appearance and mix of uses may

dampen its appeal to higher-end industrial users. The Bowdoin Road area is almost fully developed with construction, retail, and wholesale users; only a few acres are available. On the other hand, the Mashpee Industrial Park site is well located on Route 28 in close proximity to the rotary, is served by Town water, and is subdivided with a road serving the site. Over 30 acres remain undeveloped.

Mashpee faces a relatively competitive market for industrial development even within the Cape. A recent industrial land survey by the Cape Cod Commission identified 432.2 acres of industrially-zoned land outside of water protection districts. Existing industrial parks in Bourne, Falmouth, Hyannis, Mashpee, and Sandwich have 201 acres of industrial land inventory. The small manufacturing base and the Cape's disadvantages for most manufacturers all contribute to this weak industrial real estate market. However, since park owners acknowledge that they have not actively marketed their properties, recent sales activity may understate the full potential.

Institutional Resources

The institutional capacity of Mashpee to undertake economic development activity is a critical resource in efforts to promote economic opportunities for low- and moderate-income residents. Communities around the U.S. have built effective organizations which assist in the economic development process. Cities and towns have established redevelopment authorities, economic development commissions, local development corporations, and community development corporations.

The Town of Mashpee is increasingly seen as one of the communities on the Cape most open to economic development activity as long as it conforms to its environmental standards. This has led to improvements in the Town's image as being supportive of business.

- An Economic Development Coordinator was hired to address economic development in the Town.
- The Town's Economic Development Committee has been innovative and, in a very short timeframe, has created a commercial and industrial property database, placed signs in the community, developed a web site on the Internet, and has developed an employment pool of Mashpee residents.
- The Town has developed a guide for business that clearly details the permitting process in the Town. This guide represents an example of how the Town has streamlined its permitting process.
- The Town has successfully worked with Cape Cod Coffee on its effort to access state financing through the Massachusetts Community Capital Fund.
- The Town has successfully applied for a range of state grants including the Economic Development Partnership program grant that funded the Mt. Auburn Associates strategic planning study.
- The Town has successfully coordinated the sale of the Mashpee Industrial Park and the establishment of a public / private partnership between the new owner and the Town.
- The Mashpee Chamber of Commerce has grown to over 200 members in six years. While more retail-oriented than tourism-oriented, the Chamber has a strong relationship with the Town and has promoted the new arts center, instituted welcome signs, and put the Chamber on the Internet.

The diversity within the Town of Mashpee has led to a certain level of fragmentation that may affect the Town's ability to develop and implement a common vision for the community's economic future. Mashpee has both affluent and poor residents, retired residents who are concerned about the fiscal condition of the Town and the potential impacts of development, and many young, working families, concerned with jobs and education. The many second homeowners have different concerns than do the year-round residents. Residents with strong environmental concerns are often at odds with developers. Finally, unlike many other Cape communities, it is also racially and ethnically diverse. This unique social and cultural context provides the Town with both opportunities as well as barriers to future development.

The Mashpee region has many organizations that are involved in economic development, including:

- **The Cape Cod Economic Development Council (CCEDC)**
- **The Cape Cod Commission.** The Regional Plan developed by the Commission established economic development goals that include encouraging businesses compatible with the Cape's strengths, locating new development appropriately, and encouraging year-round employment opportunities. Its economic development staff has been involved in a wide range of projects including the creation of the Heritage Tourism programs, the development of a business statistics database, and the development of an inventory of available land for clean, light industry, and assistance to local communities, businesses, and other organizations.
- **The Southeastern Massachusetts Manufacturing Partnership.** SMMP is one of five regional programs in Massachusetts designed to enhance the competitiveness of the state's industrial base. The program is administrated by the Bay State Skills Corporation and targets small- and medium-sized manufacturing firms in Bristol, Plymouth, Barnstable, Dukes, and Nantucket counties. Project managers work with firms to assess needs, identify problems and opportunities, and then develop a comprehensive plan to help participating companies.
- **Entrepreneurial Training of Southeastern Massachusetts.** The ET program is an initiative of the Southeastern Massachusetts Manufacturing Partnership. The program offers training to dislocated workers on how to start and operate a business. Classes are held in nine-week cycles and they include instruction and practical exercise in the fundamentals of owning a business. At the end of the session, students have completed a comprehensive business plan designed to take a business idea and make it operational.
- **The Cape Cod Chamber of Commerce.**

Recommended Policies

The following identifies a set of recommended policies to be formally adopted by Town Meeting, which are intended to be expressed either through new or revised bylaws and regulations or through ongoing regulatory and other activities of Town boards and departments. They are intended to guide the process of achieving the goals and objectives described above.

1. That market forces should determine the nature of new businesses or business expansion in Mashpee, provided that the Town's environmental and planning standards are adequately addressed, but that the Town should develop and maintain sufficient information and expertise, along with a focused business development plan, to take maximum advantage of those forces for the benefit of the community.
2. To encourage the municipal and private use of goods and services produced by Mashpee residents and businesses.
3. To support and encourage the finfishing and shellfishing industries, including existing and new aquacultural enterprises, while ensuring that natural resources and environmental and visual quality are preserved and that conflicts with recreational uses are avoided.
4. To encourage agricultural businesses, including greenhouses, cranberry growers, farmers' markets and farm stands, provided that any adverse impacts on residential neighborhoods and the environment are minimized.
5. To encourage marine-based commercial activities where compatible with environmental protection goals and with the surrounding neighborhood.
6. That resource-based economically productive areas, including properly managed cranberry bogs and other agricultural land, harbors, fishing grounds and spawning areas, shellfish beds and recreational areas should be maintained specifically for those uses.

7. To identify and encourage enterprises with the greatest economic potential for the Town and to work with all appropriate organizations to promote those activities which would help achieve the Town's goals.
8. To encourage an attractive community image through beautification programs, signage, landscaping and architectural guidelines, protection and planting of street trees and attractive roadside vegetation and other features, high levels of maintenance on public and private properties and similar efforts.
9. To encourage tourist-related businesses and activities that provide low-impact outdoor recreational use of our natural areas, enhance the natural and cultural qualities of the Town and promote year-round economic activity. Such activities include, but are not limited to, museums, art, theater, music and natural recreation areas.
10. To work with the Wampanoag community to improve local economic conditions and to support tribal-based economic development activities.
11. To improve and protect roadways serving commercial and industrial areas both through appropriate reconstruction and maintenance and through strict limitations on uncontrolled roadway access.
12. To encourage communication and active cooperation between Town officials and business associations in order to develop plans and facilities geared to recent and emerging market demands, to improve signage and the visual quality of new and existing commercial development, to resolve public / private conflicts and to foster appropriate and sustainable economic development activity.
13. To maintain clear and straightforward approval procedures for new businesses while ensuring that all applicable regulations are complied with and that Mashpee's character and environment are properly protected.
14. To ensure that commercial and industrial developments do not adversely affect traffic facilities, water supply and quality, Town services, Town finances, the visual environment or our natural resources.
15. To require high standards of site design and architectural quality for commercial and industrial facilities throughout the town.
16. That any proposed new development should be evaluated with regard to its economic impact relative to net full time job creation, occupational and salary opportunities for local workers, desired services and / or products provided, and the Town's economic development goals.
17. To orient the Town's business development activities toward those businesses that provide well-paying permanent year-round jobs, which match the available skills and experience of Mashpee residents, or which provide employment training opportunities for town residents.
18. To favor economic development activities that will employ existing residents rather than increase population growth pressures.
19. To support sound public education and other training programs and encourage the development of new programs to help students and adult workers adjust to emerging technologies.
20. To encourage the employment of minorities, the disabled, elderly, unemployed and underemployed persons in permanent positions.
21. To encourage high-income home-based employment such as that made possible by advances in computer and communications technologies, including, among others, consulting, direct-mail business, home-based business, arts and crafts.
22. To sponsor or encourage and support special events and activities that will increase economic activity and enhance the quality of life of Mashpee's residents.
23. To recognize the Town's significant reliance on retirement incomes and encourage commercial and service uses which cater to senior citizens.
24. To encourage the development of health care and related facilities in Mashpee.
25. To encourage the reuse and rehabilitation of existing buildings to accommodate residential, commercial and industrial activities consistent with preserving the Town's natural environment and historic character.
26. To assist in the marketing of commercial and industrial properties as appropriate.

27. To assist in securing financing, where appropriate, for new businesses or expansions which will help achieve the Town's goals and objectives.
28. To consider the provision, in appropriate cases, of special tax assessments, tax increment financing or infrastructure betterment arrangements for new businesses or expansions consistent with the Town's goals and objectives, including designation of Economic Opportunity Areas in addition to that approved for the Mashpee Industrial Park.
29. To encourage the establishment or expansion of environmental, biotechnology, marine technology, electronics and software businesses in Mashpee.
30. To oppose and discourage the development of any gambling casino on Cape Cod because casinos produce stresses on the region's environment, its limited transportation infrastructure and economy.
31. To oppose and discourage the location or continued operation of any "adult" businesses in Mashpee in a manner consistent with the provisions of state and federal laws.
32. To encourage the use of local suppliers and the employment of local contractors and minority and women contractors on local construction projects.

Action Plan

Short-term (first 6 months)

- **Formalize the Economic Development Committee.** Town meeting should adopt a formal bylaw defining the Committee's membership, organization and responsibilities.
- **The EDC should form a Marketing Subcommittee to undertake the following tasks:**
 - begin work on developing marketing materials;
 - plan a summer expo and displays at summer festivals and performances oriented towards tourists and non-resident taxpayers; and
 - begin discussions with Internet providers on adding information to the Mashpee Web site.
- **The EDC should form a Business Outreach Subcommittee and make initial contacts with major employers.**
- **The Economic Development Committee and its staff should continue to meet with the owners of the Industrial Park to discuss priorities and opportunities for collaboration**
- **The EDC should call a meeting of all relevant actors in order to start the process of creating a Tourism Coordinating Council.**
- **The EDC should initiate the formation of an interdepartmental task force on aquaculture.**
- **The Planning Department should:**
 - meet with the Cape Cod Center for the Environment and a Sustainable Economy to review its progress on the eco-resort and to discuss potential ways to collaborate;
 - work with the owners of the Mashpee Industrial Park to develop design guidelines for new development in the Park; and
 - sponsor a forum or focus group on retailing in Mashpee to better understand the interests and needs of residents.
- **Town Meeting should define regional, village and industrial growth / activity centers as part of the Land Use & Growth Management element of the Comprehensive Plan in order to focus economic development activity in appropriate areas.**
- **The EDC should form an Education and Training Subcommittee that**
 - holds a forum with the business community to discuss curriculum and school-to-work projects; and
 - meets with new high school staff on developing entrepreneurial training and environmental curriculums.

Next Steps (6-12 months)

- **The Marketing Subcommittee should:**
 - send out brochures and mailings to non-resident taxpayers;
 - put additional marketing material on the Mashpee Web site;
 - advertise in Cape Cod magazines over the summer;
 - identify potential sites for a culinary institute and / or satellite campus of a college or university and send out letters to targeted schools; and
 - explore state funding for a feasibility study for a speculative building and / or telecommuting center at the Industrial Park.
- **The Aquaculture Task Force should sponsor its first quarterly forum on aquaculture.**
- **The Executive Secretary should implement steps related to streamlining the permitting process.**
- **The Planning Department should:**
 - develop explicit development guidelines for retailing; and
 - organize a meeting of residents and organizations that might be interested in forming a Community Development Corporation (CDC).
- **An Enterprise Development Subcommittee should be formed to begin work on designing a retail business development and assistance program, more appropriate regulations for home-based businesses and workers and joint projects with the Tribal Council on enterprise development.**
- **The Business Outreach Subcommittee should work with existing businesses on energy costs, develop a strategy around deregulation and sponsor a meeting on business training needs.**
- **The Tourism Coordinating Council should pursue funding for a half-time staff person and develop relationships with other organizations on the Cape involved in tourism.**
- **The Aquaculture Task Force should**
 - implement a public awareness campaign around aquaculture;
 - develop a brochure on the Town's stance on aquaculture;
 - work with the Wampanoags on funding of their proposed aquaculture initiative;
 - recruit volunteers to help with municipal propagation efforts; and
 - meet with the Town of Falmouth to develop collaborative ventures.

Year 2-5 Activities

- **The Economic Development Committee should sponsor a regional meeting on technology transfer and commercialization.**
- **The Tourism Coordinating Council should**
 - develop packages that focus on eco-tourism;
 - do educational work and fundraising to support the National Wildlife Refuge and development of a Refuge visitor center; and
 - identify a site for a new hotel and actively market the site to appropriate actors.
- **The Planning Department should:**
 - provide continued support to efforts to form a CDC; and
 - inventory important marine and environmental areas where there are potential problems and opportunities.
- **The Marketing Committee should:**
 - pursue contacts with potential entrepreneurs and businesses interested in the community; and
 - continue its outreach and advertisement campaign.
- **The Aquaculture Task Force should map out Mashpee waters to identify potential aquaculture sites.**
- **The Enterprise Committee should:**
 - develop an entrepreneurial mentoring program;

- work with the Wampanoag Tribal Council on efforts to promote horticulture and hydroponics farming.

Recommended Long Range Plan

The Plan's recommendations revolve around five key strategies: 1) building local capacity for economic development, 2) promoting new commercial and industrial development that conforms to the Town's environmental standards, 3) building on Mashpee's existing economic strengths, 4) developing alternative employment options for Mashpee residents and 5) ensuring that Mashpee residents benefit from regional economic activity and that the workforce development needs of local businesses are met.

Strategy #1: Build Local Capacity for Economic Development

- A. The Town should augment the membership of the EDC so that it represents a broader segment of the Mashpee community.
- B. The Town should try to be a catalyst for promoting the development of a community development corporation (CDC) in Mashpee.
- C. The Economic Development committee should sponsor quarterly forums that bring together environmentalists with the business community to address areas of potential cooperation and mediate potential areas of conflict. Two immediate subjects for such forums are alternative wastewater systems and aquaculture development
- D. The Town should take steps to further streamline the permitting process by including a permitting review process as part of its computer network, developing a checklist for developers and appointing a single individual to coordinate reviews on a specific project.
- E. The Town should develop a visitation program that seeks to support local businesses.

Strategy #2: Promote New Commercial and Industrial Development That Conforms to the Town's Environmental Standards

- A. The Town should recruit new firms to the community as part of a balanced approach to economic development.
- B. The Town of Mashpee should work closely with the owners of the Mashpee Industrial Park on the development of a speculative building, on design guidelines and on marketing.
- C. The Town should develop an aggressive marketing effort that is oriented towards entrepreneurs and business owners rather than "industry" based.
- D. The Town should explore the feasibility of attracting higher educational institutions either individually or collectively to a site in Mashpee or a convenient upper Cape location.
- E. As a means of job creation, retail should not be Mashpee's priority project. However, to increase the local tax base, further retail development provides Mashpee with its best opportunity to address fiscal concerns. To maximize its potential, a retail business development and assistance program should be developed to help Mashpee residents pursue retail business ownership opportunities and strict guidelines should be developed that would discourage retailing deemed undesirable to residents.
- F. The EDC may want to add the development and funding of a long-term transportation capacity and management plan to its agenda, given its importance to future economic development.
- G. The EDC should publicize existing energy rate incentives and work with regional organizations on efforts to take advantage of opportunities arising from deregulation.

Strategy # 3: Further Build on Existing Economic Strengths

- A. Promote the development of tourism activity in Mashpee that benefits Mashpee residents and fits their vision. Tourism that draws on Mashpee's cultural and environmental strengths should receive primary attention. Suggested actions include forming a tourism coordinating council, creating a half-time staff position to help support and coordinate tourism, developing packages that focus on ecotourism, supporting the Wampanoag Indian Museum as a key historical attraction, increasing efforts to secure a first-rate hotel for the Town, seeking to attract the environmental resort proposed by the Cape Cod Center for the Environment and a Sustainable Economy and integrating Mashpee into the promotion network of the Cape.
- B. Promote the further development of aquaculture in Mashpee by creating an interdepartmental task force, orchestrating a public awareness campaign, developing a brochure summarizing the Town's stance on aquaculture and listing the areas in which aquaculture would not conflict with other uses, mapping Mashpee waters to determine what areas could be used as private aquaculture sites, developing an alliance with the Wampanoag tribe around aquaculture, participating in regional efforts to develop aquaculture training, involving school administrators and staff in a discussion about development of school curriculum around aquaculture, recruiting volunteers to assist with the municipal propagation efforts and exploring collaborative aquaculture ventures with the Town of Falmouth.
- C. Take better advantage of the technology resources in the region by looking at the feasibility of developing a technology building in the industrial park, offering the new Mashpee National Wildlife Refuge as a real-life marine and environmental laboratory and promoting the development of a regional technology transfer organization on the Cape.

Strategy #4: Develop alternative employment options for Mashpee residents

- A. Support home-based work opportunities and micro-enterprises.
- B. Develop an entrepreneurial mentoring program.
- C. Test the feasibility of establishing a very small incubator or telecommuting center as part of the speculative building being proposed at the Mashpee Industrial Park.
- D. Create a system to promote home-based workers and address regulatory barriers to home-based work by facilitating a network of home-based workers and businesses using contract help, making available to Mashpee residents a list of companies that support telecommuting and examining existing regulations to understand how they impact home-based businesses.
- E. Maintain a close working relationship with the Southeastern Massachusetts Entrepreneurial Training Program.
- F. Work with Mashpee Commons, the Mashpee Human Services Coalition, the Mashpee Housing Authority and Cape Cod's Chapter of SCORE to encourage low- and moderate-income residents to participate in a pushcart program at Mashpee Commons.
- G. Facilitate an arrangement between the Wampanoag Tribal Council and the Boston-based self-employment resource Cooperative Economics for Women.

Strategy #5: Ensure that Mashpee residents benefit from regional economic activity and that the workforce development needs of local businesses are met.

- A. Recognizing the shortcomings of the existing education and training system, the EDC should take action to build local mechanisms that can improve communication between educators, businesses and economic development professionals.
- B. The EDC should work with school administrators to design an informal school-business partnership program.

- C.** The EDC should coordinate a special round table discussion exclusively for the business community to discuss what curriculum and programs they would like to see the new high school implement.
- D.** The EDC can work with the high school to develop a shadow program for high schoolers.
- E.** The EDC should work with the new high school to implement an entrepreneurial training program for high school students.
- F.** The high school should appoint a staff coordinator to serve as the liaison with WHSTP and PALMS.
- G.** Promote curriculum development at the high school related to the environment and ecology that uses the critical environmental resources in Mashpee as an open classroom for learning and research. This could eventually lead to a specialized academy with in the new high school.
- H.** Support residents' efforts to enhance their education by expanding the local availability of GED courses, literacy classes and workplace math training.
- I.** The Town should utilize the high school as a center for community life and as a hub of learning for all ages.
- J.** The Town should work closely with any business interested in locating in Mashpee to ensure that its workforce needs are met and to ensure that, to the greatest extent possible, those jobs are filled by Mashpee residents.
- K.** Mashpee should collaborate with the Cape Cod Economic Development Council on the possibility of attracting a culinary institute to the Cape.

1. The first part of the paper discusses the importance of the study of the history of the United States. It is argued that the study of history is essential for a full understanding of the present and for the development of a sense of national identity.

2. The second part of the paper discusses the role of the federal government in the development of the United States. It is argued that the federal government has played a central role in the development of the country, and that its actions have shaped the nation's history.

3. The third part of the paper discusses the role of the states in the development of the United States. It is argued that the states have played a central role in the development of the country, and that their actions have shaped the nation's history.